

Appendix I: Correlation Matrix of JDI & OJS

**** Method 2 (covariance matrix) will be used for this analysis ****

RELIABILITY ANALYSIS - SCALE (ALPHA)

| | | Mean | Std Dev | Cases |
|----|-------|----------|---------|-------|
| 1. | WORK | 33.5714 | 10.2440 | 105.0 |
| 2. | SPRVN | 38.9143 | 10.3748 | 105.0 |
| 3. | COWKR | 41.7714 | 10.1330 | 105.0 |
| 4. | PAY | 13.1524 | 5.4681 | 105.0 |
| 5. | ROMO | 12.2857 | 6.5731 | 105.0 |
| 6. | JDI | 139.6952 | 31.4346 | 105.0 |
| 7. | OJS | 61.8286 | 8.9898 | 105.0 |

Correlation Matrix

| | WORK | SPRVN | COWKR | PAY | PROMO | JDI | OJS |
|-------|--------|--------|--------|--------|--------|--------|--------|
| WORK | 1.0000 | | | | | | |
| SPRVN | .6235 | 1.0000 | | | | | |
| COWKR | .2960 | .4424 | 1.0000 | | | | |
| PAY | .4626 | .3706 | .1645 | 1.0000 | | | |
| PROMO | .4815 | .5546 | .2751 | .3273 | 1.0000 | | |
| JDI | .8083 | .8563 | .6510 | .5685 | .6947 | 1.0000 | |
| OJS | .6936 | .5622 | .2208 | .4852 | .4213 | .6553 | 1.0000 |

N of Cases = 105.0

| Statistics for | Mean | Variance | Std Dev | N of |
|----------------|----------|-----------|---------|----------------|
| Scale | 341.2190 | 4774.0766 | 69.0947 | Variables 7 |

Item-total Statistics

| | Scale Mean if Item Deleted | Scale Variance if Item Deleted | Corrected Item- Total Correlation | Squared Multiple Correlation | Alpha if Item Deleted |
|-------|-------------------------------------|---|--|------------------------------------|-----------------------------|
| WORK | 307.6476 | 3710.1727 | .7684 | 1.0000 | .7626 |
| SPRVN | 302.3048 | 3659.7908 | .8019 | 1.0000 | .7575 |
| COWKR | 299.4476 | 4007.1150 | .5178 | 1.0000 | .7943 |
| PAY | 328.0667 | 4365.4282 | .5242 | 1.0000 | .8076 |
| PROMO | 328.9333 | 4193.3321 | .6314 | 1.0000 | .7953 |
| JDI | 201.5238 | 1439.3095 | .9839 | 1.0000 | .8088 |
| OJS | 279.3905 | 3952.5480 | .6553 | .5390 | .7821 |

Reliability Coefficients 7 items

Alpha = .8105 Standardized item alpha = .8774

Appendix II: Reliability Analysis for I8 Statements of OJS

RELIABILITY ANALYSIS - SCALE (ALPHA)

Correlation Matrix

| | O1 | O2 | O3 | O4 | O5 |
|-----|--------|--------|--------|--------|--------|
| O1 | 1.0000 | | | | |
| O2 | .5346 | 1.0000 | | | |
| O3 | -.0601 | -.1363 | 1.0000 | | |
| O4 | .1811 | .3460 | -.0430 | 1.0000 | |
| O5 | .3062 | .2196 | -.1126 | .0464 | 1.0000 |
| O6 | .3256 | .5525 | .0037 | .5727 | .1531 |
| O7 | .2164 | .3540 | -.0300 | .3951 | .1624 |
| O8 | .0600 | .0877 | .3933 | .2436 | .0659 |
| O9 | .4044 | .5260 | -.1772 | .3304 | .3350 |
| O10 | .2918 | .3872 | -.0581 | .3590 | .3611 |
| O11 | .4134 | .4106 | -.0380 | .6330 | .3128 |
| O12 | .1936 | .3329 | .0517 | .2477 | .3030 |
| O13 | .3053 | .3947 | -.0879 | .3859 | .2228 |
| O14 | .0284 | -.0214 | .1510 | .2809 | -.0744 |
| O15 | .2085 | .2725 | .1739 | .1919 | .0649 |
| O16 | .2218 | .3408 | .0925 | .4862 | .1550 |
| O17 | .3906 | .3287 | -.0528 | .3581 | .3122 |
| O18 | .2826 | .5027 | -.0527 | .4591 | .2724 |
| | O6 | O7 | O8 | O9 | O10 |
| O6 | 1.0000 | | | | |
| O7 | .5074 | 1.0000 | | | |
| O8 | .2446 | .1614 | 1.0000 | | |
| O9 | .4323 | .5602 | .2127 | 1.0000 | |
| O10 | .3990 | .3366 | .1905 | .4661 | 1.0000 |
| O11 | .6277 | .4917 | .3678 | .5823 | .4136 |
| O12 | .3359 | .3817 | .1273 | .3941 | .3686 |
| O13 | .6192 | .4035 | .2628 | .3574 | .4354 |
| O14 | .1709 | .0991 | .2515 | -.0364 | -.0451 |
| O15 | .3445 | .3361 | .1126 | .2421 | .3400 |
| O16 | .5232 | .3032 | .3044 | .1883 | .4078 |
| O17 | .4099 | .3081 | .1841 | .4440 | .4660 |
| O18 | .5334 | .3109 | .3385 | .4693 | .3829 |
| | O11 | O12 | O13 | O14 | O15 |
| O11 | 1.0000 | | | | |
| O12 | .4159 | 1.0000 | | | |
| O13 | .5569 | .3960 | 1.0000 | | |
| O14 | .1658 | -.0887 | .1679 | 1.0000 | |
| O15 | .3448 | .3373 | .3919 | .0876 | 1.0000 |
| O16 | .5638 | .2496 | .5638 | .3092 | .2793 |
| O17 | .4889 | .3616 | .4671 | .1057 | .2879 |
| O18 | .6179 | .3575 | .5110 | .0632 | .4105 |

| | O16 | O17 | O18 |
|-----|--------|--------|--------|
| O16 | 1.0000 | | |
| O17 | .3227 | 1.0000 | |
| O18 | .4308 | .3066 | 1.0000 |

Reliability Coefficients 18 items

Alpha = .8729 Standardized item alpha = .8776

Appendix III: Reliability Analysis for JDI

Reliability - Work

***** Method 1 (space saver) will be used for this analysis *****

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

Reliability Coefficients

N of Cases = 105.0

N of Items = 18

Alpha = .6952

Reliability - Supervision

***** Method 1 (space saver) will be used for this analysis *****

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

Reliability Coefficients

N of Cases = 105.0

N of Items = 18

Alpha = .7961

Reliability - Coworker

***** Method 1 (space saver) will be used for this analysis *****

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

Reliability Coefficients

N of Cases = 105.0

N of Items = 18

Alpha = .8456

Reliability - Pay

***** Method 1 (space saver) will be used for this analysis *****

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

Reliability Coefficients

N of Cases = 105.0

N of Items = 9

Alpha = .6712

Reliability - Promotion

***** Method 1 (space saver) will be used for this analysis *****

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

Reliability Coefficients

N of Cases = 105.0

N of Items = 9

Alpha = .7928

Reliability - JDI (Overall)

***** Method 1 (space saver) will be used for this analysis *****

R E L I A B I L I T Y A N A L Y S I S - S C A L E (A L P H A)

Reliability Coefficients

N of Cases = 105.0

N of Items = 72

Alpha = .9030

Appendix IV: Stepwise Regression Analysis on JDI and OJS

Variables Entered/Removed^a

| Model | Variables Entered | Variables Removed | Method |
|-------|-------------------|-------------------|---|
| 1 | WORK | . | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 2 | PAY | . | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |
| 3 | SPRVN | . | Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100). |

a. Dependent Variable: OJS

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .694 ^a | .481 | .476 | 6.5070 |
| 2 | .718 ^b | .516 | .506 | 6.3185 |
| 3 | .732 ^c | .537 | .523 | 6.2104 |

a. Predictors: (Constant), WORK

b. Predictors: (Constant), WORK, PAY

c. Predictors: (Constant), WORK, PAY, SPRVN

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 4043.834 | 1 | 4043.834 | 95.507 | .000 ^a |
| | Residual | 4361.081 | 103 | 42.341 | | |
| | Total | 8404.914 | 104 | | | |
| 2 | Regression | 4332.770 | 2 | 2166.385 | 54.264 | .000 ^b |
| | Residual | 4072.145 | 102 | 39.923 | | |
| | Total | 8404.914 | 104 | | | |
| 3 | Regression | 4509.397 | 3 | 1503.132 | 38.972 | .000 ^c |
| | Residual | 3895.518 | 101 | 38.569 | | |
| | Total | 8404.914 | 104 | | | |

a. Predictors: (Constant), WORK

b. Predictors: (Constant), WORK, PAY

c. Predictors: (Constant), WORK, PAY, SPRVN

d. Dependent Variable: OJS

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 41.393 | 2.185 | | 18.941 | .000 |
| | WORK | .609 | .062 | .694 | 9.773 | .000 |
| 2 | (Constant) | 39.721 | 2.211 | | 17.964 | .000 |
| | WORK | .524 | .068 | .597 | 7.678 | .000 |
| | PAY | .344 | .128 | .209 | 2.690 | .008 |
| 3 | (Constant) | 37.011 | 2.515 | | 14.713 | .000 |
| | WORK | .430 | .080 | .489 | 5.354 | .000 |
| | PAY | .312 | .127 | .190 | 2.464 | .015 |
| | SPRVN | .162 | .076 | .187 | 2.140 | .035 |

a. Dependent Variable: OJS

Excluded Variables^a

| | | | | | Partial | Collinearit |
|-------|-------|--------------------|-------|------|-------------|--------------|
| Model | | Beta In | t | Sig. | Correlation | y Statistics |
| 1 | COWKR | .017 ^a | .227 | .821 | .022 | .912 |
| | PAY | .209 ^a | 2.690 | .008 | .257 | .786 |
| | PROMO | .114 ^a | 1.411 | .161 | .138 | .768 |
| | SUP | .212 ^a | 2.390 | .019 | .230 | .611 |
| | JDI | .273 ^a | 2.312 | .023 | .223 | .347 |
| 2 | COWKR | .011 ^b | .147 | .883 | .015 | .911 |
| | PROMO | .087 ^b | 1.095 | .276 | .108 | .754 |
| | SUP | .187 ^b | 2.140 | .035 | .208 | .603 |
| | JDI | .181 ^b | 1.440 | .153 | .142 | .299 |
| 3 | COWKR | -.047 ^c | -.622 | .535 | -.062 | .804 |
| | PROMO | .030 ^c | .363 | .717 | .036 | .656 |
| | JDI | -.069 ^c | -.347 | .729 | -.035 | .116 |

a. Predictors in the Model: (Constant), WORK

b. Predictors in the Model: (Constant), WORK, PAY

c. Predictors in the Model: (Constant), WORK, PAY, SPRVN

d. Dependent Variable: OJS

Appendix V: JOB SATISFACTION SURVEY QUESTIONNAIRE

A SURVEY ON JOB SATISFACTION OF EMPLOYEES IN ORGANISATIONS WITH AND WITHOUT ISO9000 CERTIFICATION

Dear Respondent,

I am writing to seek your assistance in an MBA research project in Organizational Behaviour that I am undertaking at the Faculty of Business and Accounting, University Malaya. This project is aimed at comparing the level of job satisfaction among employees in organizations with and without ISO9000 certification.

Although the ISO9000 Quality System has been adopted internationally since 1987, some Quality experts remain doubtful of the positive effects of ISO9000 on the human behaviour specifically on Job Satisfaction. I believe this research will help to provide an insight on the effect of ISO 9000 on the various dimensions of job satisfaction in the IT industry in Malaysia.

Your answers are strictly confidential and no individual results will be reported in any way. For this survey to be successful, it is important that you answer each question frankly and honestly. There are no hidden meanings behind the questions and there are no right or wrong answers. All information gathered shall be used for academic purpose only.

Your co-operation is very much appreciated.

Thank you very much.

Yours sincerely,

Lilian Monica Kam

Note: If in doubt, please do not hesitate to contact me at 016-336 4618 or 03 – 2116 1908.

SECTION 1: AN INDEX ON OVERALL JOB SATISFACTION

Please tick (✓) one answer only in the relevant box that best describes your opinion on each of the following statements.

| | Strongly agree | Agree | Undecided | Disagree | Strongly Disagree |
|---|----------------|-------|-----------|----------|-------------------|
| 1. My job is like hobby to me. | | | | | |
| 2. My job is usually interesting enough to keep me from getting bored. | | | | | |
| 3. My friends seem happier in their jobs. | | | | | |
| 4. I consider my job rather unpleasant. | | | | | |
| 5. I enjoy my work more than my leisure time. | | | | | |
| 6. I am often bored with my job. | | | | | |
| 7. I feel fairly satisfied with my present job. | | | | | |
| 8. Most of the time I have to force myself to go to work. | | | | | |
| 9. I am satisfied with my job for the time being. | | | | | |
| 10. I feel that my current job is more interesting than any others I could get. | | | | | |
| 11. I definitely dislike my work. | | | | | |
| 12. I feel that I am happier with my work than other people. | | | | | |
| 13. Most days I am enthusiastic with my work. | | | | | |
| 14. Each day of work seems like it will never end. | | | | | |
| 15. I like my job better than the average worker does. | | | | | |
| 16. My job is quite uninteresting. | | | | | |
| 17. I find real enjoyment in my work. | | | | | |
| 18. I am disappointed that I ever took this job. | | | | | |

SECTION 2: JOB DESCRIPTIVE INDEX

WORK

Think of your present work. What is it like most of the time? In the box beside each word given below, write:

Y for "YES" if it describes your work

N for "NO" if it does NOT describe your work

? if you cannot decide

(Complete ALL the boxes)

1. Fascinating

| |
|--|
| |
| |
| |
| |
| |
| |

7. Respected

| |
|--|
| |
| |
| |
| |
| |
| |

13. Challenging

| |
|--|
| |
| |
| |
| |
| |
| |

2. Routine

8. Hot/Pressurized

14. On your feet

3. Satisfying

9. Pleasant

15. Frustrating

4. Boring

10. Useful

16. Simple

5. Good

11. Tiresome

17. Endless

6. Creative

12. Healthful

18. Give sense of achievement

SUPERVISOR

Think of the kind of supervision that you get on your job. How well does each of the following words describe your supervisor? In the box beside each word given below, write:

Y for "YES" if it describes the supervision you get on your job

N for "NO" if it does NOT describe it

? if you cannot decide

(Complete ALL the boxes)

| | | | | | |
|----------------------|----------------------|----------------------------|----------------------|-------------------------|----------------------|
| 1. Ask my opinion | <input type="text"/> | 7. Up-to-date | <input type="text"/> | 13. Knows job well | <input type="text"/> |
| 2. Hard to please | <input type="text"/> | 8. Do not supervise enough | <input type="text"/> | 14. Bad | <input type="text"/> |
| 3. Impolite | <input type="text"/> | 9. Quick tempered | <input type="text"/> | 15. Intelligent | <input type="text"/> |
| 4. Praises good work | <input type="text"/> | 10. Tell me where I stand | <input type="text"/> | 16. Leaves me on my own | <input type="text"/> |
| 5. Tactful | <input type="text"/> | 11. Annoying | <input type="text"/> | 17. Lazy | <input type="text"/> |
| 6. Influential | <input type="text"/> | 12. Stubborn | <input type="text"/> | 18. Around when needed | <input type="text"/> |

CO-WORKER

Think of the majority of the people that your work with now or the people you meet in connection with your work. How well does each of the following words describe these people? In the box beside each word given below, write:

Y for "YES" if it describes the people you work with

N for "NO" if it does NOT describe them

? if you cannot decide

(Complete ALL the boxes)

| | | | | | |
|----------------|----------------------|-------------------------|----------------------|---------------------|----------------------|
| 1. Stimulating | <input type="text"/> | 7. Fast | <input type="text"/> | 13. Unpleasant | <input type="text"/> |
| 2. Boring | <input type="text"/> | 8. Intelligent | <input type="text"/> | 14. No privacy | <input type="text"/> |
| 3. Slow | <input type="text"/> | 9. Easy to make enemies | <input type="text"/> | 15. Active | <input type="text"/> |
| 4. Ambitious | <input type="text"/> | 10. Talk too much | <input type="text"/> | 16. Narrow interest | <input type="text"/> |
| 5. Stupid | <input type="text"/> | 11. Smart | <input type="text"/> | 17. Loyal | <input type="text"/> |
| 6. Responsible | <input type="text"/> | 12. Lazy | <input type="text"/> | 18. Hard to meet | <input type="text"/> |

PAY

Think of the pay you get now. How well does each of the following words describe your present pay? In the box beside each word given below, write:

Y for "YES" if it describes your pay

N for "NO" if it does NOT describe it

? if you cannot decide

(Complete ALL the boxes)

| | | | | | |
|--|----------------------|--------------------------------------|----------------------|--------------------------------|----------------------|
| 1. Income adequate for normal expenses | <input type="text"/> | 4. Income provide luxuries | <input type="text"/> | 7. Highly paid | <input type="text"/> |
| 2. Barely sufficient | <input type="text"/> | 5. Insecure | <input type="text"/> | 8. Underpaid | <input type="text"/> |
| 3. Bad | <input type="text"/> | 6. Less than what I think I deserved | <input type="text"/> | 9. Satisfactory profit sharing | <input type="text"/> |

PROMOTION

Think of the opportunities for promotion that you have now. How well does each of the following words describe these? In the box beside each word given below, write:

Y for "YES" if it describes your opportunities for promotion

N for "NO" if it does NOT describe them

? if you cannot decide

(Complete ALL the boxes)

1. Good opportunity for advancement
2. Opportunity somewhat limited
3. Promotion on ability
4. Dead-end job
5. Good chance for promotion

| |
|--|
| |
| |
| |
| |
| |

6. Unfair promotion policy
7. Infrequent promotions
8. Regular promotions
9. Fairly good chance for promotion

| |
|--|
| |
| |
| |
| |

SECTION 3: PERSONAL INFORMATION

Please tick (✓) one answer only.

1. Gender: ☐ Male ☐ Female

2. Race: ☐ Malay ☐ Chinese ☐ Indian ☐ Others

3. Age: ☐ Less than 20 ☐ 20 to 29 ☐ 30 to 39 ☐ 40 and above

4. Marital Status ☐ Unmarried ☐ Married

5. Academic Qualification: ☐ Secondary ☐ Certificate/Diploma ☐ Degree & above

6. How long have you served in this company? ☐ < 1 year ☐ 1 – 3 years ☐ 3 – 5 years ☐ above 5 years

7. How many companies have you worked prior to your present job? ☐ This is the 1st ☐ 1 – 2 ☐ 3 – 5 ☐ 6 & above

SECTION 4: ORGANISATION STRUCTURE/INFORMATION

Please tick (✓) one answer only.

8. Is your company ISO9000 certified? ☐ Yes ☐ No

9. No. of employees in your company ☐ 49 or less ☐ 50 to 199 ☐ above 200